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The University Liaison and Recruiting Officer must be a man who has held very high academic position with success, and has an entree to the presidents of colleges and universities. A recently retired, but vigorous, president, provost or dean would be suitable. He should be cleared and brought in to the Office of Personnel, thoroughly briefed by Personnel and Training, and sent out to establish consultant-contacts. On his first trips, he should be accompanied by an experienced member of the Office of Training or Personnel, since situations and questions to which he does not know the answer will arise.

O/P and O/TR will draw up lists of possible consultant-contacts at the colleges to be covered, drawing upon recommendations by the various offices, particularly O/O. The following lists will be submitted to I&S/O for appropriate check before the institutions are visited:

1. List of colleges and universities
2. List of initial contacts (presidents and other senior officers)
3. List of possible consultant-contacts

Institutions and persons whom I&S/O regard as undesirable will be struck off the list.

The University Liaison and Recruiting Officer will then write the Presidents or other initial contacts to arrange an appointment to discuss the establishment of the consultant-contact. Working in cooperation with [REDACTED] and O/P [REDACTED] Officers, he will spend three to five days at each institution, briefing the President or another senior officer and interviewing possible consultant-contacts, seeing the more promising ones twice or more.

Consultant-contacts will be fully cleared (including polygraphing while they are in Washington for training).

Consultant-Contacts will be brought to Washington for training and indoctrination, over a period of five days. They will attend the CIA Orientation and Indoctrination Course, and will receive other special instruction and briefing, including security. During this time, they will be reimbursed as consultants, @ \$25 per day, plus per diem and transportation.

When established, the consultant-contact will serve the Agency by observing promising students as early as possible in their careers, guiding them into undergraduate and graduate studies that will serve as a background for intelligence work, and nominating them to Personnel Procurement at the appropriate time. Through his conversations with them, he will have motivated them for a career in intelligence. In the case of students who have not fulfilled military service, he may inform them of the Agency's arrangement with the

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Department of Defense, whereby they may perform their service under the Agency's auspices if they are not committed to the National Guard or the Reserves. (Further steps in selection are discussed in Reference pp. 3-6, 22-31.)

The consultant-contacts should be paid as consultants @ \$500 a year in two installments (January and June) to produce semi-annual reports of their activities in identifying and motivating promising students. Compensation at a daily rate is avoided to prevent the consultant-contacts from feeling that they owe only so much time. If compensation were on a daily basis, the question of dual compensation would arise in some cases.

The list of fifty institutions was drawn up by a group of people in the Agency with wide academic knowledge and contacts. The fifty should be regarded as a beginning, and the list should be expanded or revised as experience dictates.

A brochure will be prepared by O/TR for distribution by the consultant-contacts to applicants, setting forth advantages of employment here. It will be cleared with I&S/O.

The advantages of this program to the Agency will be to consolidate and sharpen our recruiting at the college and graduate school level, to simplify the task of Personnel Procurement at this level, and to make it possible to carry out the recruitment of professional trainees as planned.

A program of this scope and purpose could not be operated covertly. Nevertheless, consultant-contacts can be of great help to covert procurement by spotting and surreptitiously obtaining information on covert prospects.

#### TIMING FOR IMPLEMENTATION AND COMPLETION

The institutions should be visited between October and April, 1951-52. As many as possible should be covered in the first year, so that the flow of applicants will begin in time for them to be brought on duty in July and October of 1952.

#### OPERATIONAL AND SUPPORT REQUIREMENTS

The project is presented jointly by O/TR and O/P, since both are concerned.

Operational support will be required from [REDACTED] and from 25X1A personnel of the Agency as a whole, to recommend consultant-contacts. I&S/O will investigate the consultant-contacts, and will be asked to pass the brochure and other information to be released.

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ADMINISTRATIVE SUPPORT

*[Handwritten signature]*  
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None, except for travel and personnel actions. Recommend funds be made available to and administered by O/P, and that policy be determined jointly by O/P and O/TR.

TYPE OF FUNDS

Expenditures for travel, per diem and for consultants fees (including travel and per diem) should be made available from vouchered funds. Entertainment allowances should be made available from unvouchered funds.

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*[Handwritten signature]*

ESTIMATED COST

Total cost of establishing and maintaining contacts for year ending 30 June 1952.

Salary of University Liaison and Recruiting Officer GS-15	\$10,000	
Travel of Agency representative	6,063	
Travel of Contacts to Washington (including compensation)	18,150	
Annual compensation of Contacts	25,000	
All other contingencies	<u>787</u>	
TOTAL		\$60,000

Estimated cost for subsequent years:

Salary of University Liaison and Recruiting Officer	\$10,000	
Travel of Agency Representatives to replace contacts lost by attrition and to establish contacts in other institutions	2,000	
Travel of new contacts to Washington (including compensation)	4,000	
Annual compensation of Contacts	<u>30,000</u>	
TOTAL		\$46,000

OUTSIDE SUPPORT

Cooperation on a high level from colleges and universities.

INTRA-AGENCY COORDINATION

1. Inspection and Security Office
2. General Counsel
3. Office of Operations (Contacts)

MATTHEW BAIRD  
Director of Training

F. TRUBEE DAVISON  
Assistant Director (Personnel)

TAB A

Travel and Per Diem of Agency  
Representatives to Establish Contacts

Estimated Travel Expenses of  
Liaison and Recruiting Officer

RR and Pullman Fares \$2,500

Days in Institution @ 4	
days per institution	200
Estimated Travel time	20
Total Days	<u>220</u>

Per Diem @ \$9 1,980

TOTAL \$4,480

Estimated Travel Expenses of  
Experienced members of the  
Agency to accompany Liaison  
and Recruiting Officer on  
First Trip (sample itinerary #9)

RR and Pullman Fares \$750

Days in Institution @ 4	
days per institution	32
Estimated Travel time	5
Total Days	<u>37</u>

Per Diem @ \$9 \$333

TOTAL \$1,083

Entertainment Allowance (UV) 500

TOTAL COST OF ESTABLISHING CONTACTS \$6,063

Estimated Annual Cost of Maintaining  
50 Contacts for Recruitment of Professional  
Trainees and Other University Recruitment

Remuneration of Contacts as consultants @ \$500 per year	\$25,000	
TOTAL COST OF MAINTAINING CONTACTS		\$25,000

Travel of Contacts to Washington for  
Instruction and Orientation

Travel Expenses

Total RR and Pullman Fares	\$ 4,720	
Total days travel time	145	
Total days in Washington of 50 contacts @ 5 days	250	
Total Days	<u>395</u>	
Per Diem @ \$9	\$ 3,555	
TOTAL		\$ 8,275
Compensation of Contacts @ \$25 per day as consultants		<u>9,875</u>
TOTAL TRAVEL AND SALARY EXPENSE OF INSTRUCTION AND ORIENTATION OF CONTACTS		\$18,150

TAB B

Sample Itineraries

		<u>Days</u>	<u>Fare to Farthest Point</u>
(1)	Hopkins Penn Bryn Mawr Princeton	12	\$27.95
	travel time	2	
(2)	Columbia NYU Vassar Rochester Cornell	15	\$72.85
	travel time	2	
(3)	Yale Brown Harvard MIT Wellesley Tufts	18	\$62.33
	travel time	2	
(4)	Dartmouth Williams Mt. Holyoke Amherst Smith Wesleyan	18	\$65.92
	travel time	2	
(5)	Virginia Duke N. Carolina & NCCW Vanderbilt	12	\$77.59
	travel time	2	
(6)	Carnegie Tech Ohio State U of Indiana U of Illinois Oberlin	15	\$83.88
	travel time	3	
			<u>\$395.02</u>



(7)	U of Michigan		
	U of Chicago		
	Northwestern		
	U of Wisconsin		
	U of Minnesota		
	travel time	15 3	\$125.31
(8)	Washington U in St. Louis		
	U of Missouri		
	U of Kansas		
	U of Nebraska		
	U of Iowa		
	travel time	15 3	\$140.30
(9)	U of Washington		
	Reed		
	U of California (Berkeley)		
	Stanford		
	UCLA		
	California Tech		
	Claremont		
	U of Texas		
	travel time	24 5	<u>\$375.00</u>

Forward 395.02

TOTAL \$1,031.13

TAB C

MEMORANDUM OF CONVERSATION BETWEEN

██████████ I&S/O, and ██████████ O/TR

25X1A

25X1A

SUBJECT: Security Procedures on Connection with Recruitment Program for Professional Trainees - Fifty Colleges

1. Training will submit to I&S/O the names of fifty colleges for preliminary screening.
2. Training will submit to I&S/O the names of original contact points of these colleges for preliminary screening.
3. Training will submit to I&S/O, as far as practical, lists of names of individuals who, it is thought, might be designated as consultative contact points under this program.
4. On the fifty consultative contact individuals to be employed as consultants, it will be necessary to obtain Personal History Statements and Appendix I thereto and follow normal processing.
5. When fifty consultants are brought to Washington for an orientation course, if I&S/O is given sufficient notice, arrangements will be made for fingerprinting, signing of Secrecy Agreements, polygraph examinations, and special security briefing.
6. Training, with the advice of I&S/O, will conduct security debriefing of any of these individuals separating from a consultant capacity.

Training's field representative making contacts in connection with this program should feel free to telephone I&S/O concerning preliminary security advice on any individual.

NOTE: References to Training should be amended to Training and Personnel.